

Put the “ACTION” Into Your Climate Action Plan:

Make the Most of Your Meetings

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Green California Summit

April 27, 2012



Alameda County

SUSTAINABILITY

Local Action, Global Impact.

Session Overview

Goal: Discover a fresh approach to meetings to help you change the dynamic in your organization.



Workshop Sections

**Organizational Strategies to
Promote Participation**

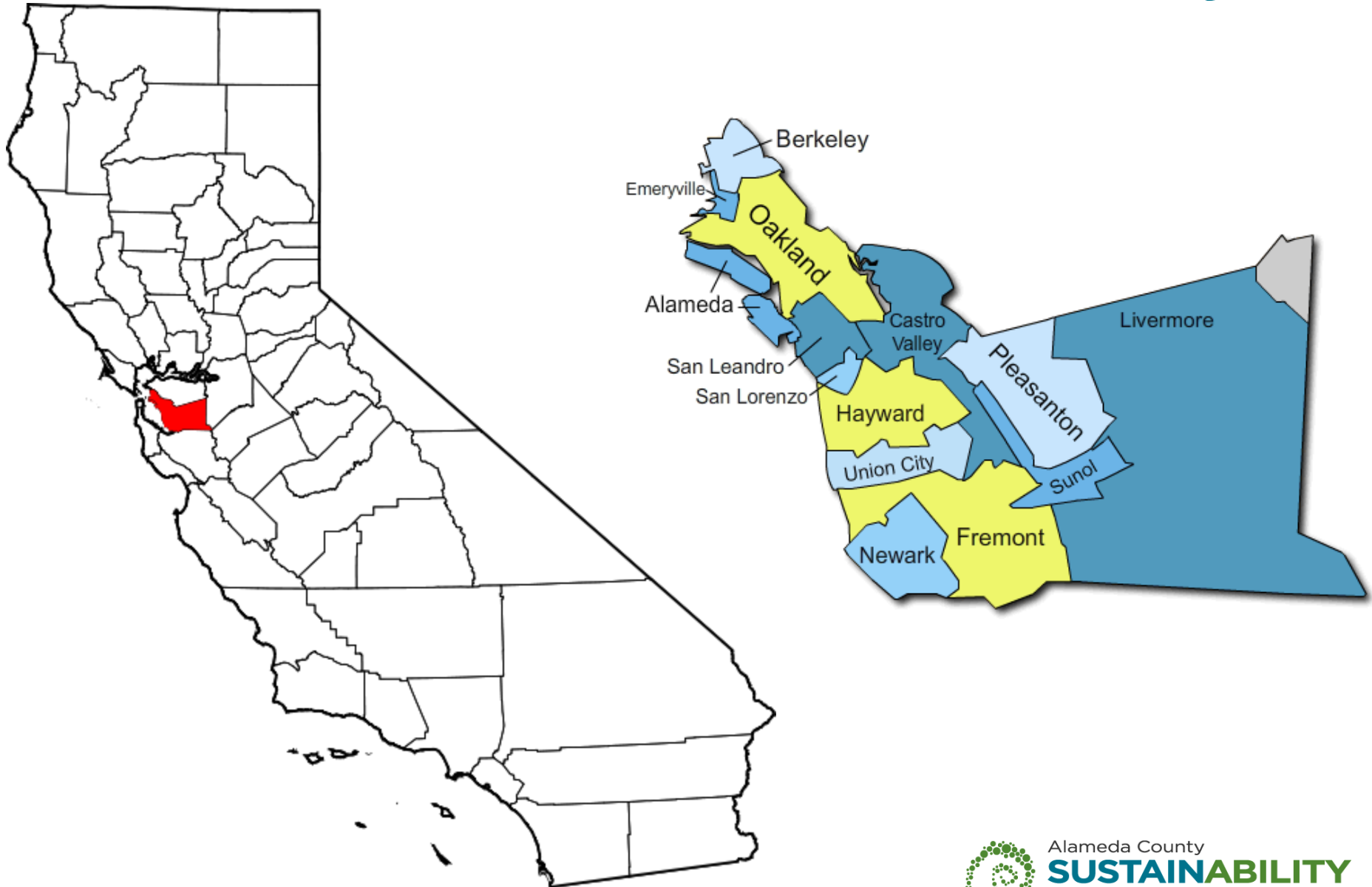
**Techniques for a Dynamic
Participatory Meeting**

**One Tool for Engaging
Participants**

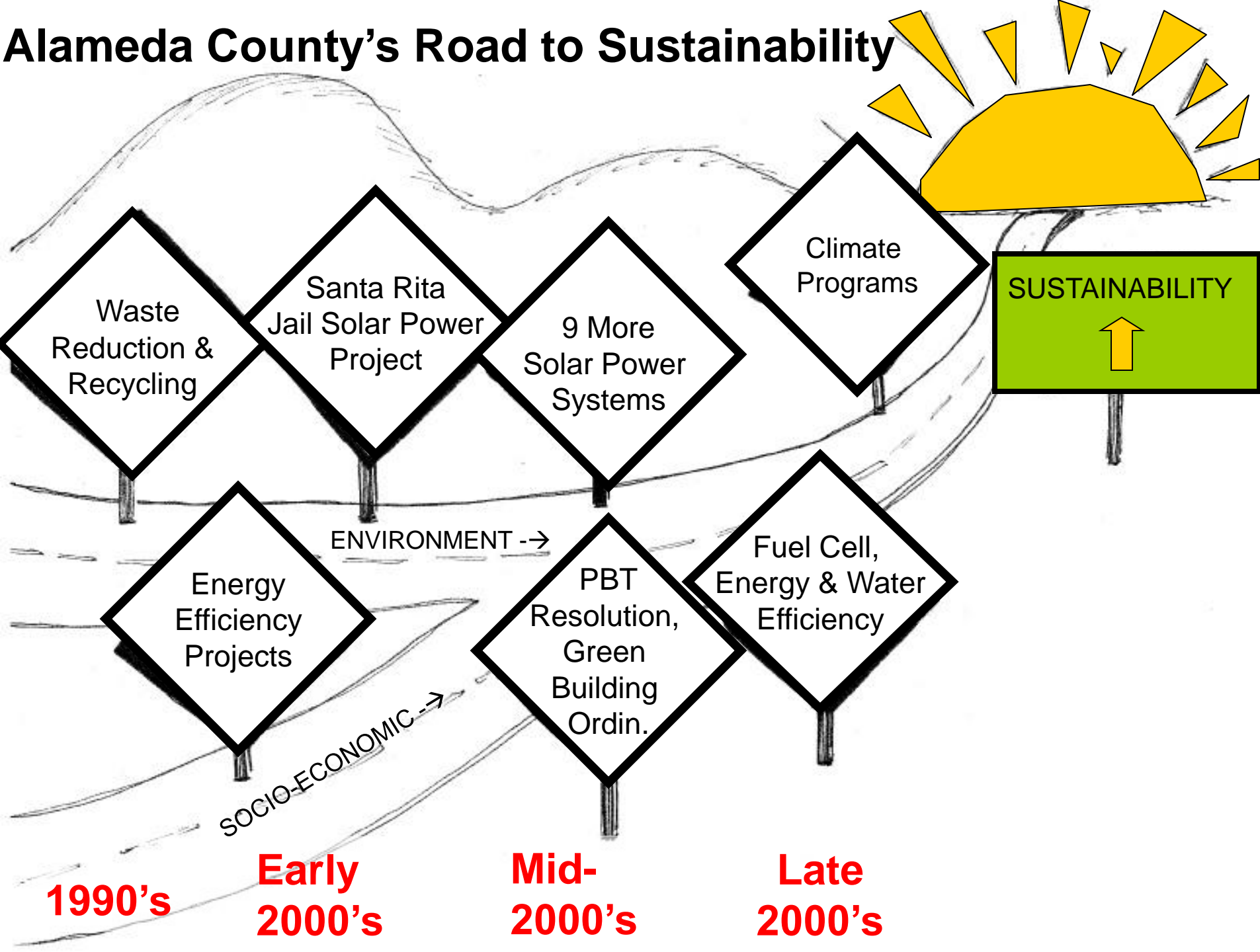


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Alameda County's Road to Sustainability



Climate Protection



75% Waste Diversion



Bay Friendly Landscaping



Green Fleets & Smart Commutes



Green Building



PBT & Toxics Reduction



Efficiency & Renewable Power

Workshop Sections

**Organizational Strategies to
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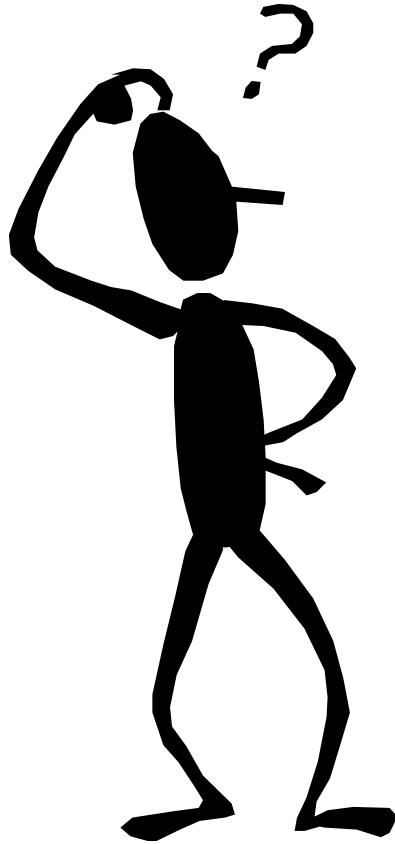
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What is Climate Change & Why is the County Taking Action?



- Attention Grabbing Background
- Personal Connection
- Empowering Solutions
- Call to Action

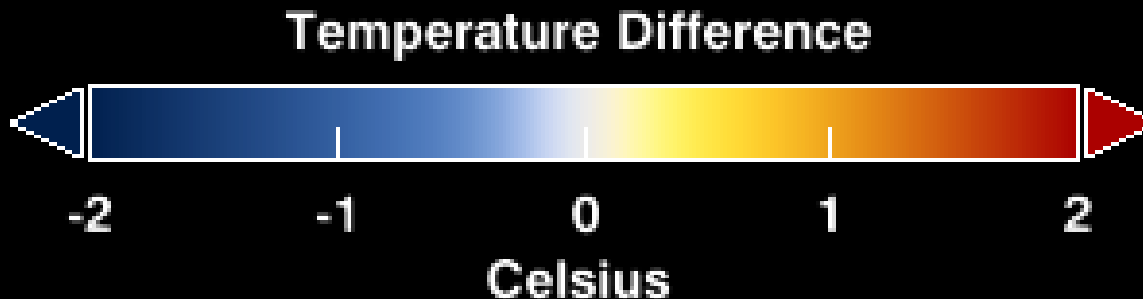
Visualizing Global Warming

Video shown can be found here:

<http://svs.gsfc.nasa.gov/vis/a000000/a003600/a003674/index.html>

Additional NASA visualizations available at

<http://climate.nasa.gov/warmingworld/>





Personal Impact: Our Community & Services



We Can Make A Change: County Greenhouse Gas Emissions

GHG



GHG



GHG



GHG



GHG



Energy Use



Vehicle Travel



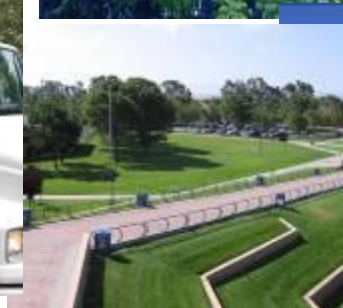
Purchasing
& Using
Goods



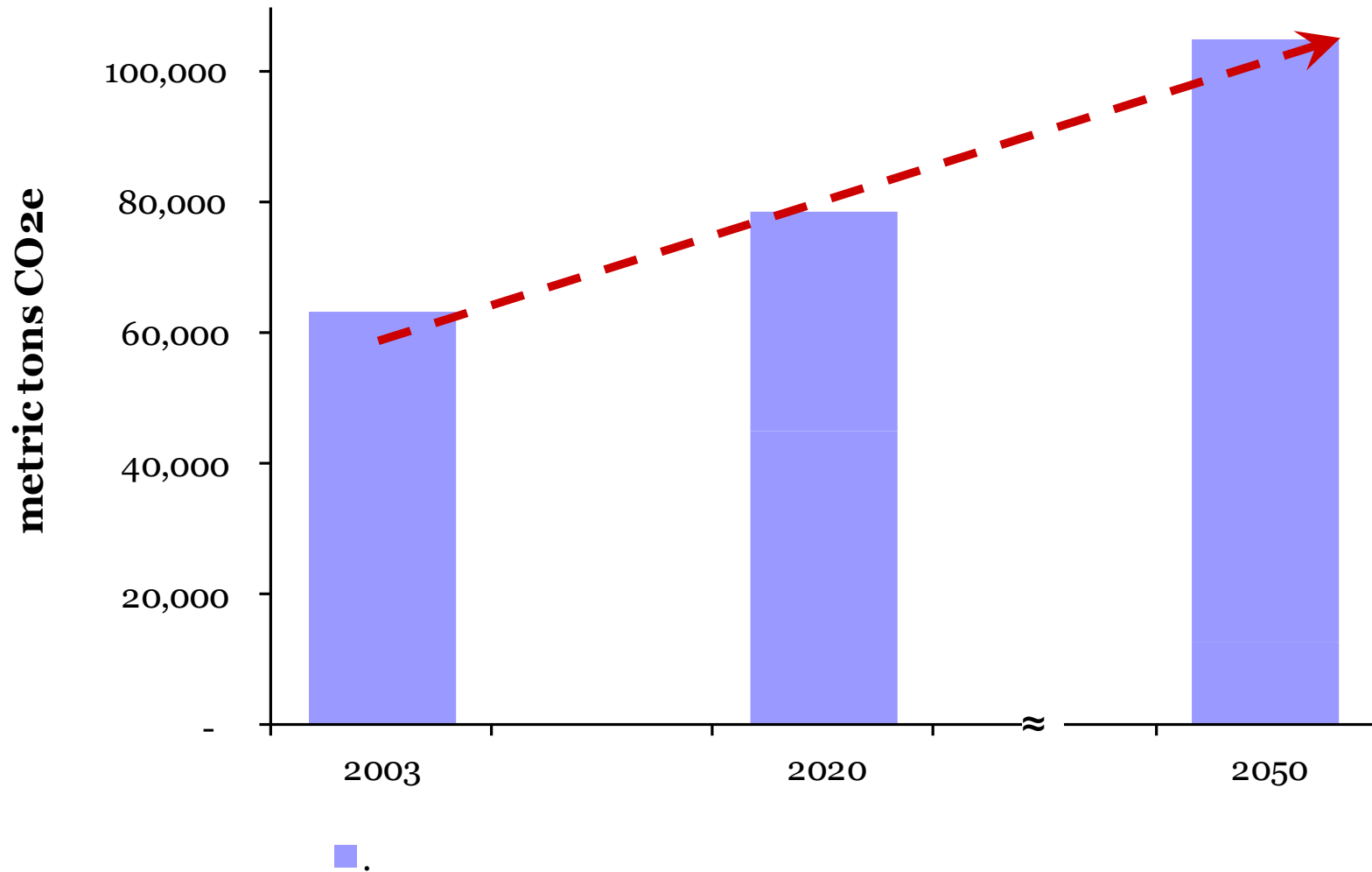
Building
Design &
Operations



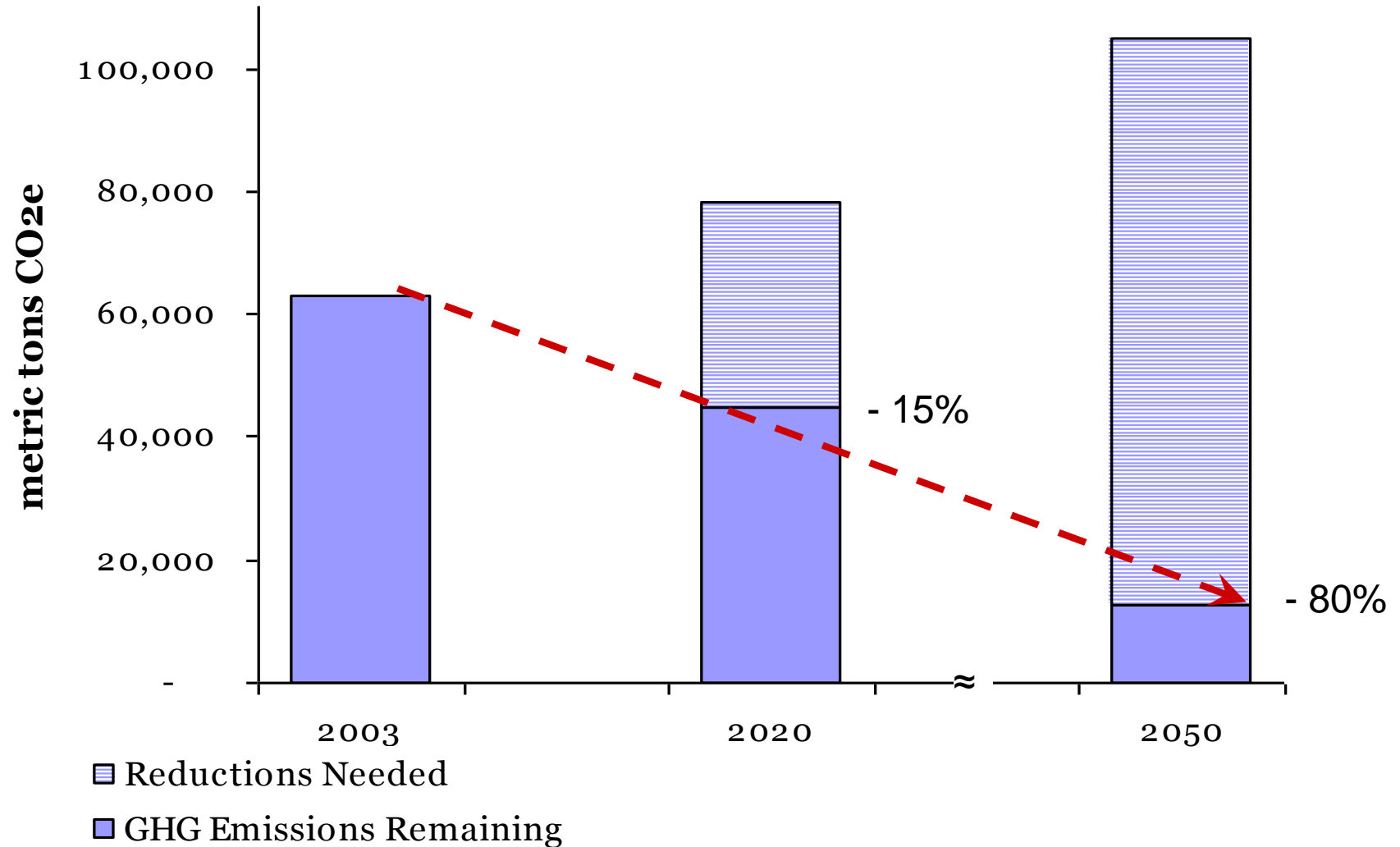
Landfilling
Waste



Call to Action: To Change This...



...Into This

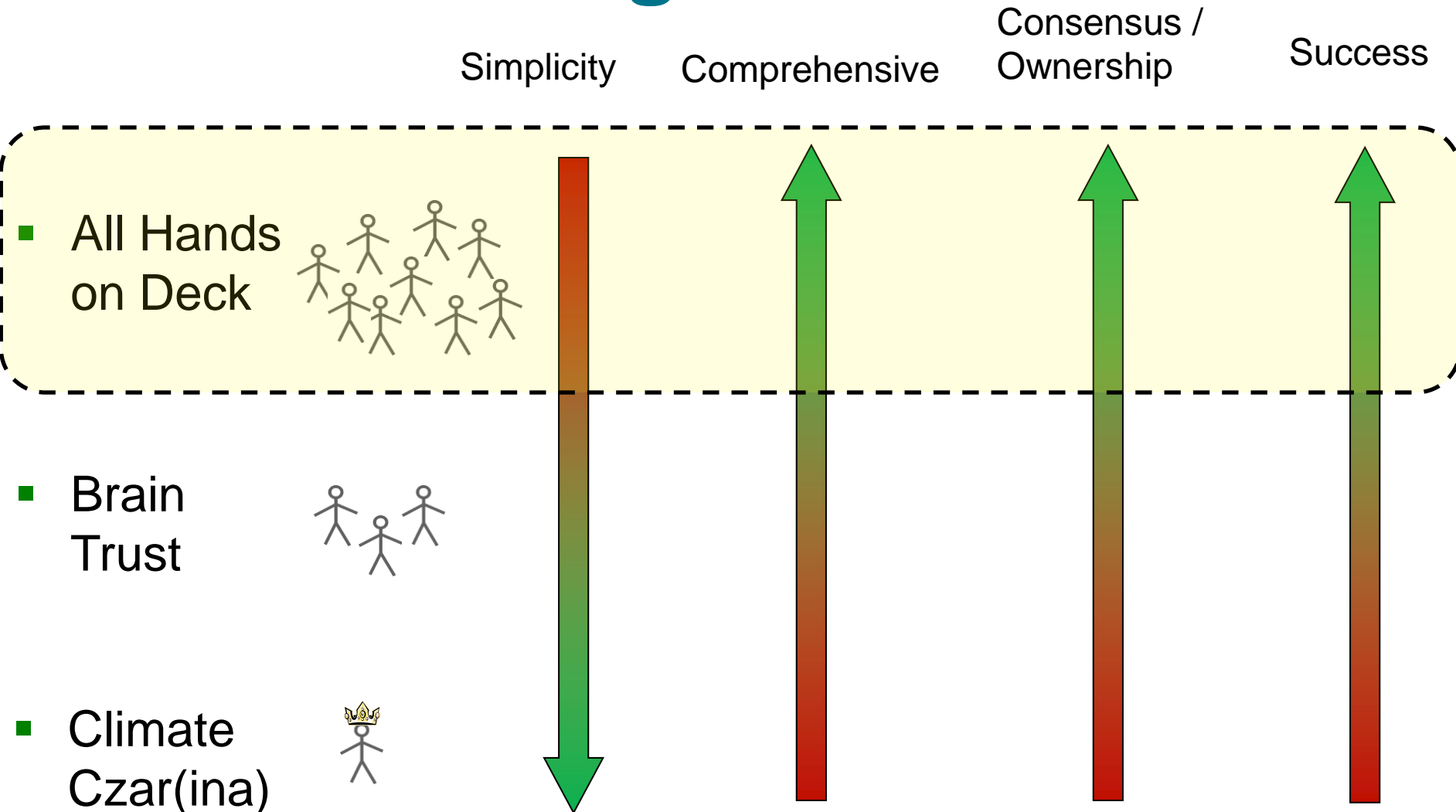


Challenge: Climate Action in a Decentralized County Government

- 5-member Board of Supervisors
- County's Administrator's Office (CAO)
- 20+ Departments / Agencies
- ~9,000 County Employees located in >150 facilities



How Do We Engage Agencies?



Agency Climate Coordinators: Building Agency Commitment

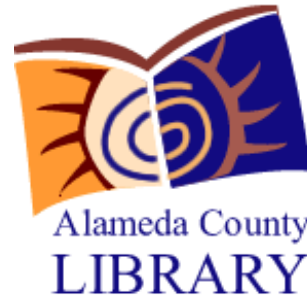
CAO
County Administrator's Office



Auditor-Controller Agency



County Counsel



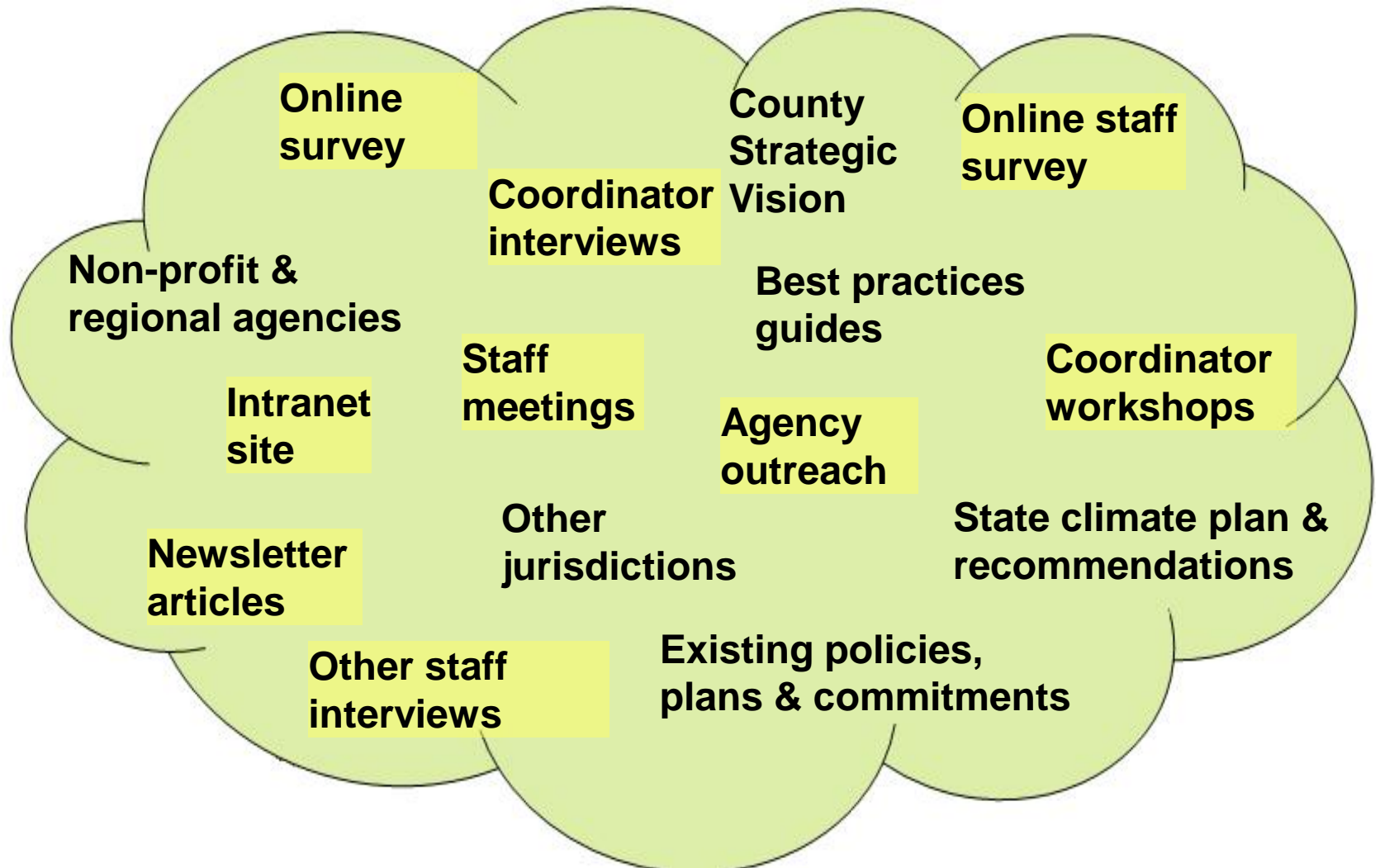
Registrar of Voters

Public Defender



ALAMEDA COUNTY
Human Resource Services

Involving Employees in Information Gathering



80 Emission Reduction Measures in 6 Action Areas

Built Environment

(Energy, Water, Buildings)

Transportation

(Commutes and Fleets)

Solid Waste

(Reduce, Reuse, Recycle)

Climate Protection Leadership

(Organization, Monitoring, and
Foundational Policies)










Cross-Cutting Strategies

(Education, Purchasing,
Technology, and Operations)

Beyond Reductions

(CO₂ Capture and Adaptation)

Analysis & Prioritization

Measure	Priority Tier	Benefits	Resource Efficiency	Practicality
Action 1	1st			
Action 2	2nd			
Action 3	3rd			



ALAMEDA COUNTY CLIMATE ACTION PLAN

FOR GOVERNMENT SERVICES AND OPERATIONS THROUGH 2020

EXECUTIVE
SUMMARY

2010



Board of
Supervisors
Approval

How do we implement this?

Climate Executive Committee

**County
Administrator**

**General
Services**

**Community
Development**

Public Works



**Social
Services**

**Information
Technology**

Sheriff's Office

Auditor

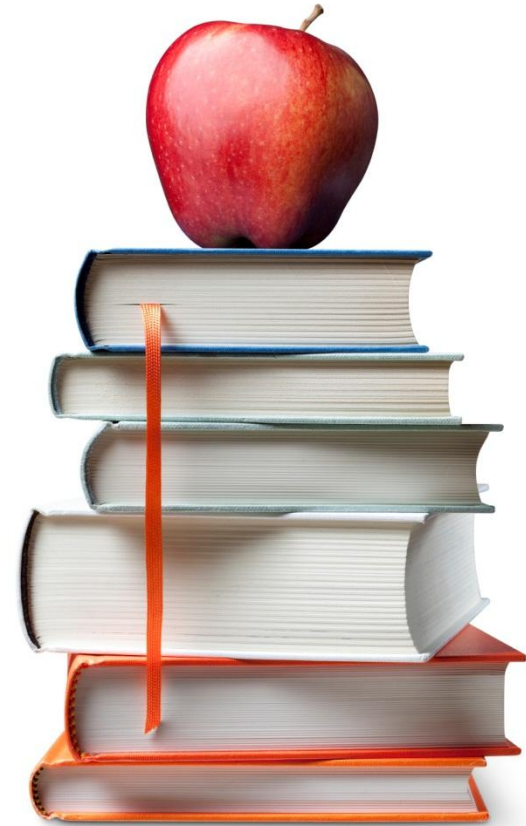
**Health Care
Services**

**Human
Resource
Services**

Climate Executive Committee

– Key Learnings

- Monthly meetings (as needed)...
- Facilitated to move to decisions...
- Structured around specific questions



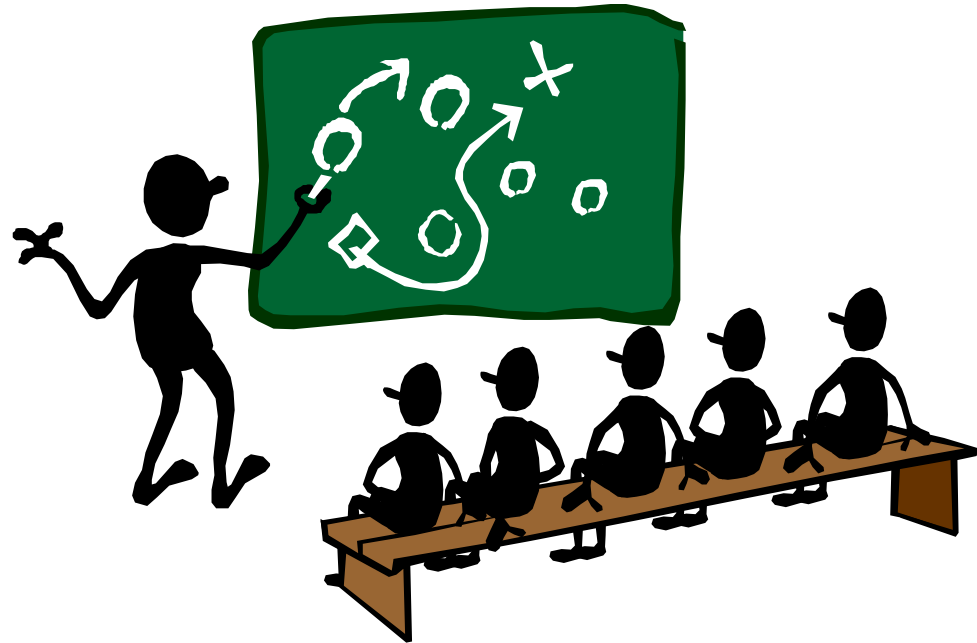
Advancing 6 Countywide Initiatives in 2011-12

- Commuter Benefits & Clean Commutes
- Alternative Work Arrangements
- Business Travel Alternatives
- Electronic Records & Services
- Paper Waste Reduction
- Green IT



Cross-Agency Climate Teams Formed

- Sponsors
- Team Leads
- Charters
- Members

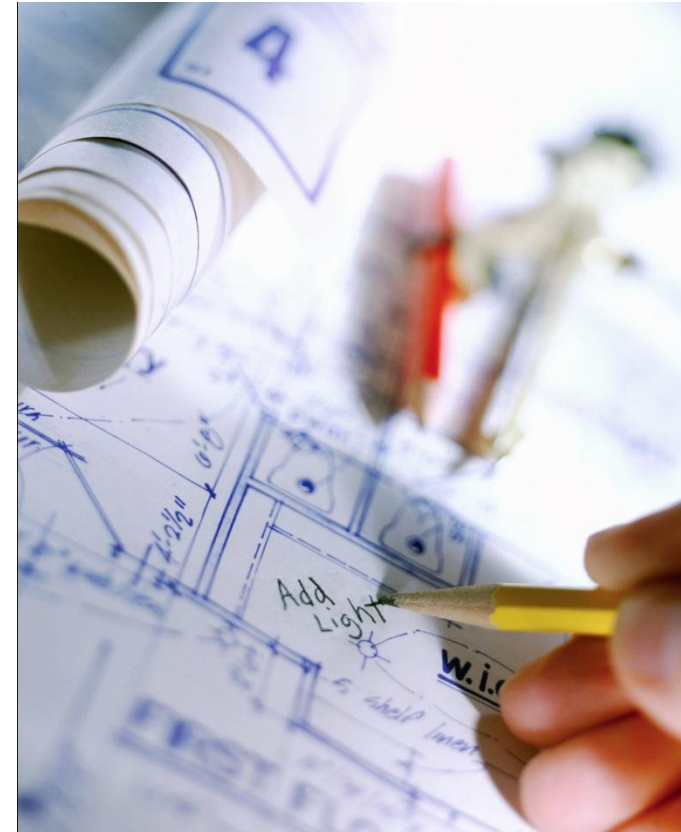


Climate Teams Launch



Teams Are Implementation Focused

- Research Initiatives
- Develop Recommendation
- Lead Implementation
- Evaluate Progress



Teams Are Running With It

- Board Mandate
- Executive Sponsorship
- Cross-Agency Implementation Teams
- Agency Representation



Workshop Sections

Organizational Strategies to
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Techniques for a Dynamic
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One Tool for Engaging
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Tools to Promote Executive Ownership of Climate Action



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First Attempt – October 2010



Goal: Each agency sponsors one Countywide climate initiative

A New Strategy

- Group Ownership
- Co-Creation and Participation



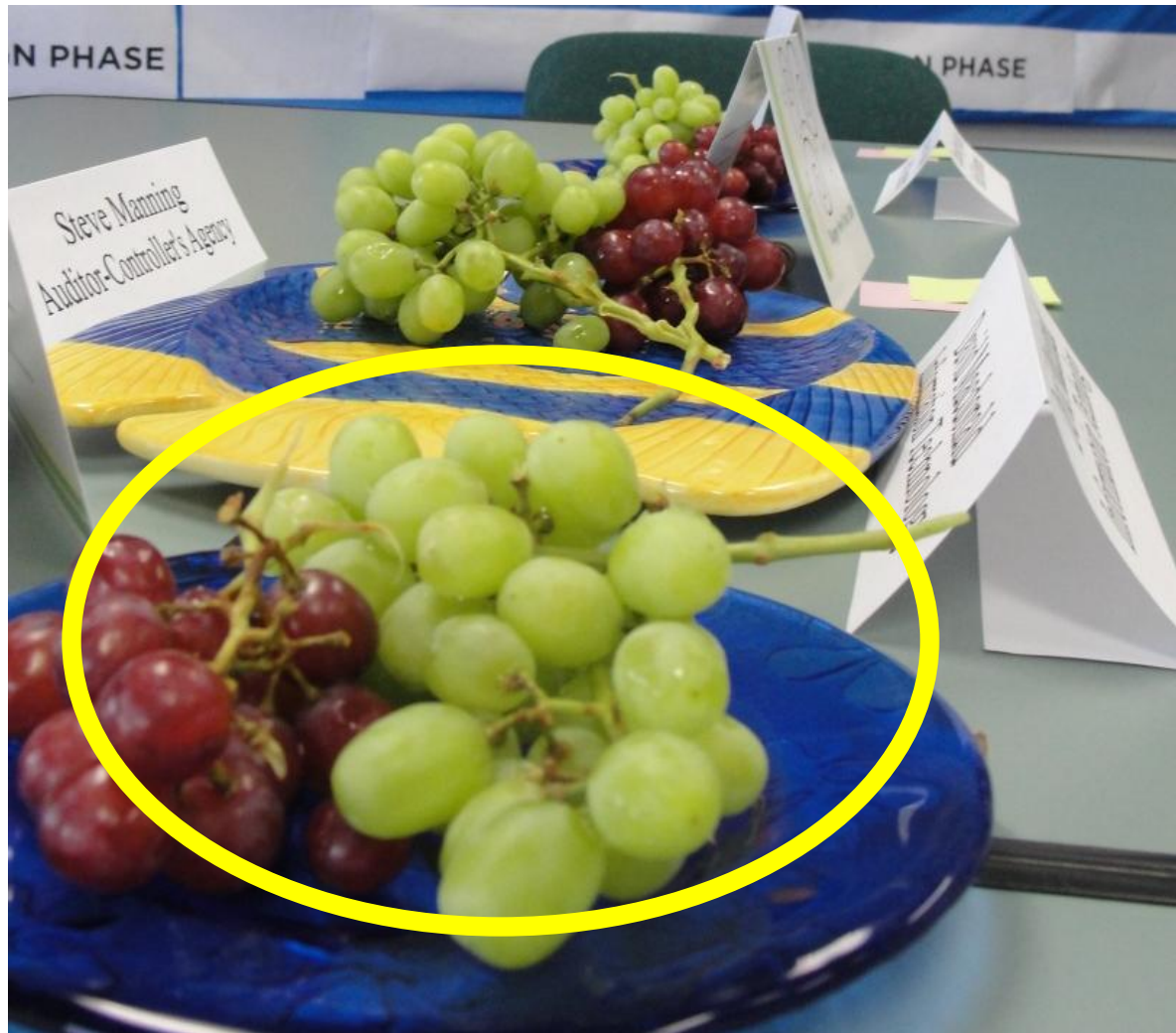
Second Attempt – February 2011

- Guiding Principles
 - Group Decision-Making
 - Public Commitment to Individual Action
- Meeting Strategy
 1. **Capture attention** by energizing the physical environment
 2. **Prepare clear content** to make it easy for participants to get involved
 3. **Engage participants** to promote commitment

Attention: Room Layout



Attention: Food



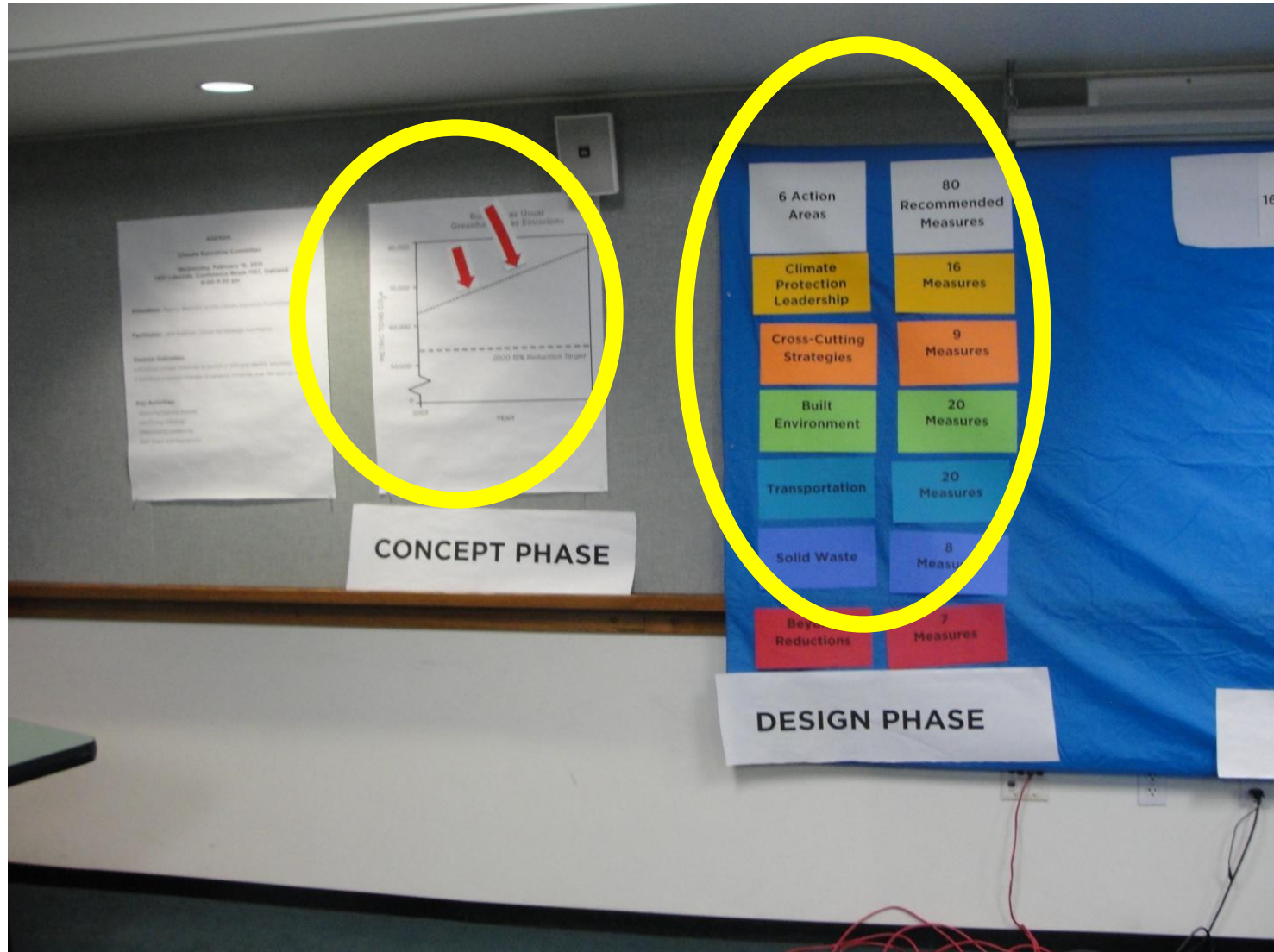
Attention: Color



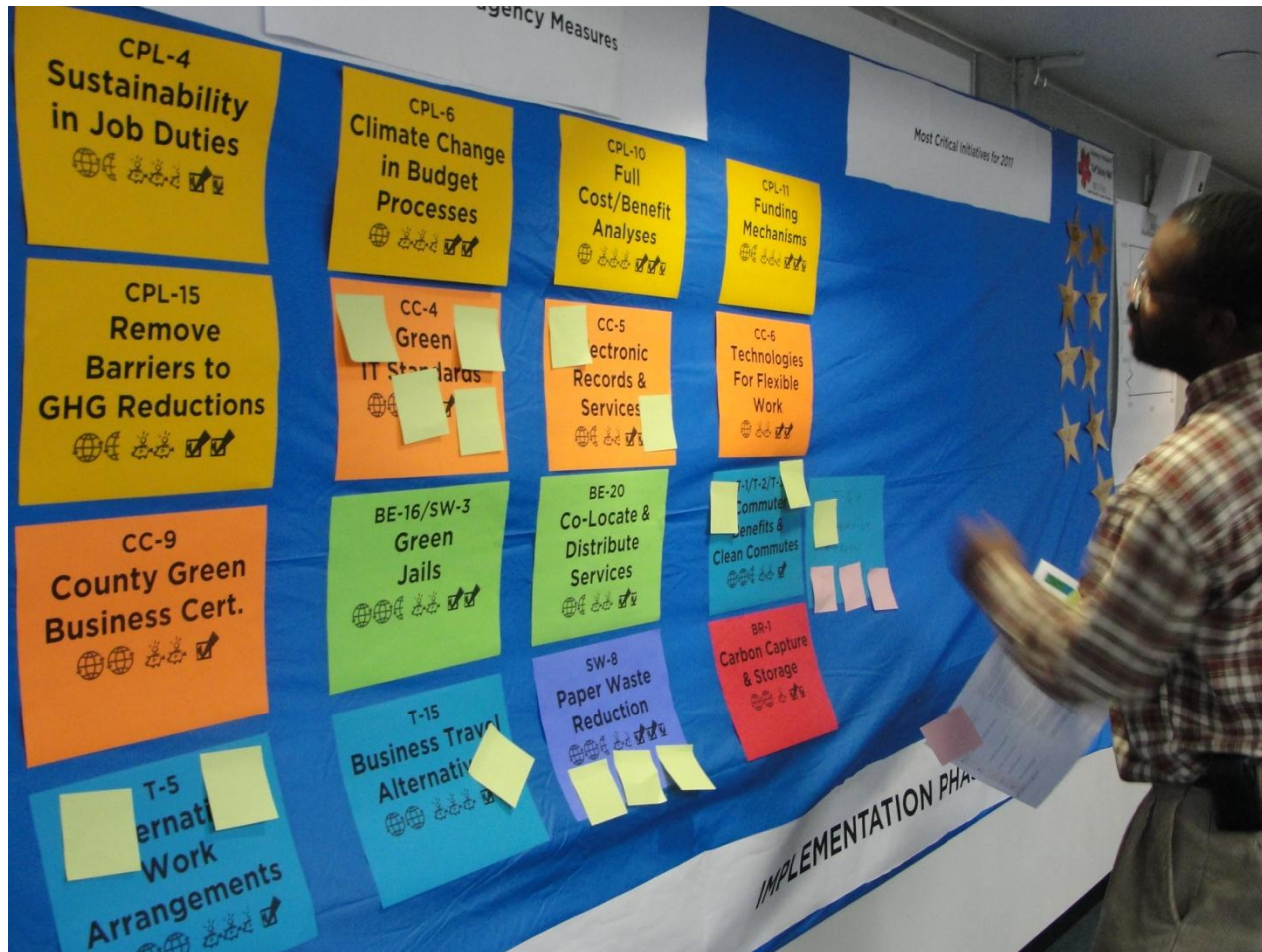
Attention: Outside Facilitation Support



Content: Visual Story-Telling



Content: Presenting Options



Engagement: Asking for Decisions



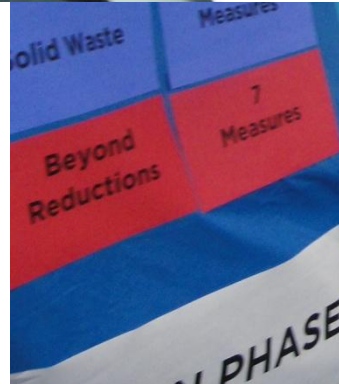
Engagement: CEO-Level Call to Action



Engagement: Breaking Down the Issues



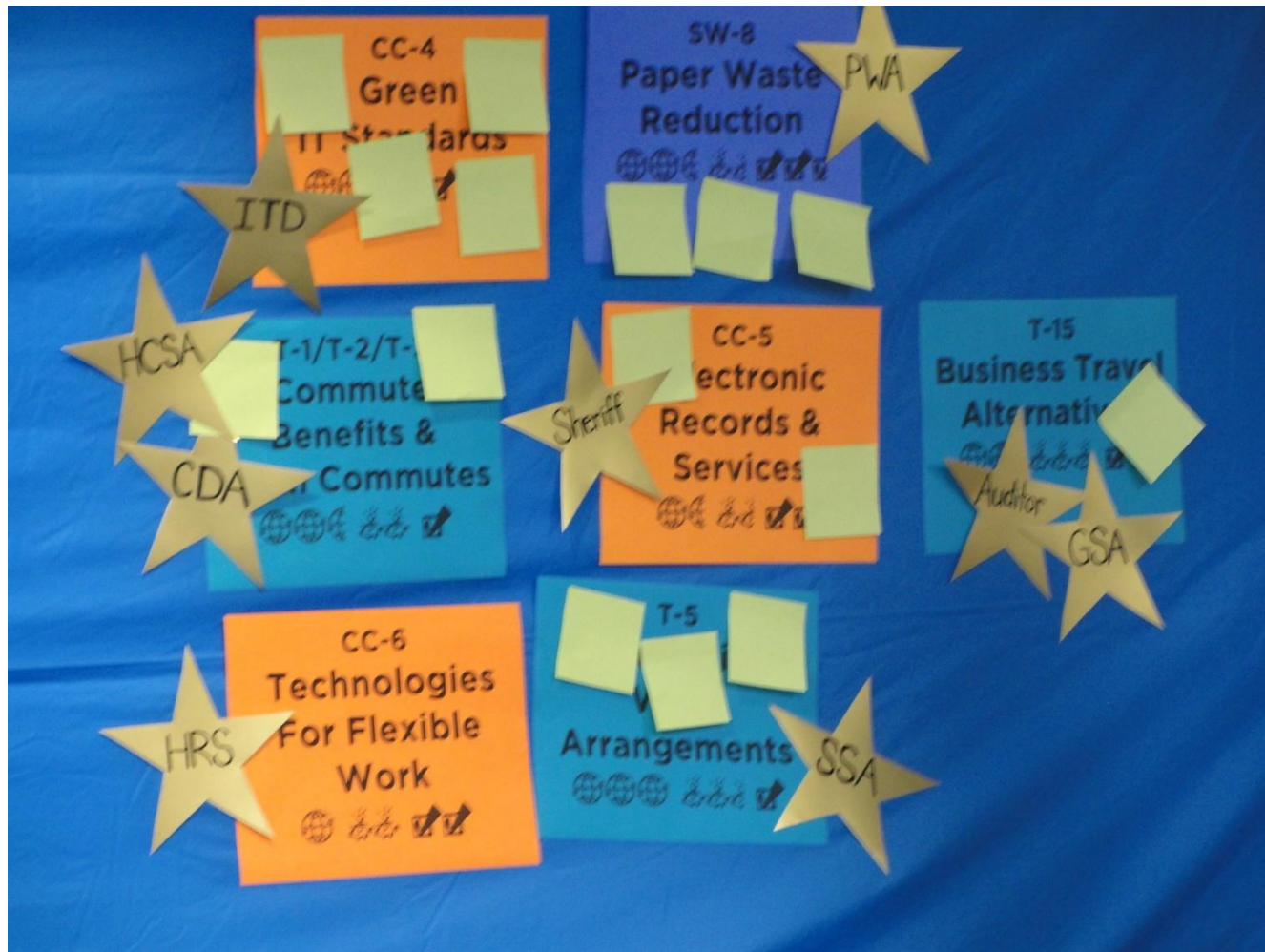
Engagement: Standing Up and Voting



Engagement: Symbolism and Peer Influence



Results: Initiatives Selected



Results: Team Identity





Tools to Promote Employee Participation in Climate Action



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As Part of the Culture: Orientation

When making decisions on the job,
we consider environmental impact.



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In Person: Earth Week Tables



Where the Action Is: Bathrooms and Kitchens



With Competitions: March Madness Carpool Tournament



With Multimedia: “The Great Race”



<http://www.youtube.com/watch?v=k6Vdomlqlxs>

With Story-Telling: Sustainable I Am



Workshop Sections: Reviewing What We've Covered

**Organizational Strategies to
Promote Participation**

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**One Tool for Engaging
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Workshop Sections

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To Learn More...

- ToP Facilitation Methods - public or onsite sessions:
 - SF in August and East Bay in October:
www.strategicfacilitation.com/
 - Sacramento in October: www.topspf.org
- Find other licensed ToP trainers:
www.ica-usa.org/
- Technology of Participation (ToP) methods were developed by the Institute of Cultural Affairs



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Building Engagement

Org. Strategies for Participation
Executive Committee
Cross-Department Working Teams
Departmental Representatives (Climate Coordinators)

Techniques for Meeting Participation
Energize physical environment: room layout, food, color, decorations, outside facilitator, music
Make it easy for participants to get involved: narrate how they fit into story, present options, ask for decisions, use Focused Conversation, focus on results, promote individual responsibility
Promote commitment: Group ownership, public commitment, CEO-level support, peer influence, create team identity

Building Engagement

Tools for Promoting Engagement With Green Actions

Focused Conversation
(facilitation techniques)

**Recognize different
modes for taking in
information**
(kinesthetic, audio, visual)

**Leverage existing
gatherings** (orientation)

Place prompts near the action
(reminder stickers)

Make one-on-one connection
(tabling)

Hold competitions
(carpool challenge)

Use multimedia
(video, story telling)

Going Forward

What will be your next step in applying what you've learned today?

Contact Us

www.acsustain.org

acsustain@acgov.org



HANDOUTS



Alameda County Climate Action Plan for Government Services and Operations: A Road Map to 2020



Our Future: Benefits to County and Community

- Benefits to our community:** More accessible services, cleaner air, less traffic
- Benefits to our employees:** Increased engagement, recruitment of top talent
- Benefits to our economy:** Grow local green economy

Our Compass: Policy Directives

Resolution Establishing County Climate Change Leadership Strategy (2006)

- Complete emissions inventory and develop climate action plan

Cool Counties Climate Stabilization Declaration (2007)

- Achieve 80% greenhouse gas reduction target by 2050

Strategic Vision - Environment/Sustainability Element (2008)

- Prioritize environmental protection in operations and services

Climate Action Plan for Government Services & Operations Resolution (2010)

- Implement comprehensive plan to reduce County's greenhouse gas emissions



Scott Haggerty
District 1 Supervisor

District 2 Supervisor



Wilma Chan
District 3 Supervisor



Nate Miley
District 4 Supervisor
President



Keith Carson
District 5 Supervisor
Vice-President

Our Strategy: Comprehensive Plan for Government Services & Operations



- Targets create goals for 2020 (15% reduction) and 2050 (80% reduction)
- 16 commitments provide vision and direction
- 80 actions vetted by all agencies enable County to reach goals and fulfill commitments



Our Focus: Six Major Action Areas

- **Climate Leadership:** strategic policies
- **Cross-Cutting:** education, sustainable purchasing, technological innovation
- **Built Environment:** energy efficiency, water conservation, green power
- **Transportation:** clean employee commutes, green fleets
- **Solid Waste:** waste prevention, paper waste reduction
- **Beyond Reductions:** tree planting, impact assessment

Our Approach: Inclusive Process

A Partnership of 19 Agencies:

- Created a plan with broad perspective
- Developed agency ownership
- Considered hundreds of suggestions and selected 80 actions



Our Next Steps: Six Countywide Climate Initiatives

The County Administrator has convened a Climate Executive Committee to implement the measures identified in the Climate Action Plan. The Executive Committee has selected six initiatives to implement in 2011-2012, focusing on “information” (green IT, electronic records, paper waste reduction) and “transportation” (clean commutes, alternative work arrangements, on-the-job travel options). These initiatives will help the County save money, provide services more efficiently, and benefit employees.

Six Initiatives:

Green IT Standards

- Standardize green IT efforts across agencies

Electronic Records & Services

- Transition to electronic record keeping and service delivery

Alternative Work Arrangements

- Design and implement a flexible work program (e.g., telecommuting, compressed schedules) that includes the technologies needed to facilitate those alternatives

Paper Waste Reduction

- Develop and implement a paper-waste reduction program

Commuter Benefits & Clean Commutes

- Develop a program to increase the use of alternative commute modes

Business Travel Alternatives

- Promote alternative travel modes for business travel, such as transit passes for short work trips and easy reimbursement for transit



Put the “Action” Into Your Climate Action Plan: Make the Most of Your Meetings

April 27, 2012

Focused Conversation Worksheet: Page 1

Find a partner. Work individually and take a few minutes to fill out this page. Then share your responses.

1. Challenge	What is the overall situation that needs to be explored or addressed?	
2. Participants	Who is part of this group? (Who else could bring information and insight to the conversation? Who else needs to understand the situation?)	
3. Rational Aim	What is the goal of having <u>this conversation</u> ? What do you want the group to know/learn/explore/decide?	
4. Experiential Aim	How would you like the group to experience the conversation? (e.g., mutual trust, intriguing idea, or sense of responsibility)	
5. Context	What is the context when this conversation could happen (such as an upcoming meeting)? How much time would you have?	



The Focused Conversation Method was developed by the Institute of Cultural Affairs (www.ica-usa.org) as part of the Technology of Participation® Facilitation Methods. Learn more from a certified ToP trainer or *The Art of Focused Conversation* by Brian Stanfield.

Focused Conversation Worksheet: Page 2

*Keeping your conversation's goal in mind, brainstorm questions to engage your group in a shared learning experience.
Then share with your partner for feedback on the questions and flow.*

	Type of Question	Examples	Possible Questions For My Group
WHAT	Objective <i>Surface facts, data, information, observations</i>	<ul style="list-style-type: none"> What is one thing you saw? Heard? What facts do we know about this situation? What was a highlight for you? A moment or scene? How would you describe the current situation? What are some of the events that led to this? 	
GUT	Reflective <i>Access images, feelings, memories, associations, personal reactions</i>	<ul style="list-style-type: none"> What do you like? What is most clear? What excites you? What surprises you? What is confusing? What is most frustrating? What aspect are you most passionate about? What gives you cause for concern? What does this remind you of? What do you associate with this? 	
SO WHAT	Interpretive <i>Articulate options, comparisons, meaning, values, significance, patterns</i>	<ul style="list-style-type: none"> Where is it working now? Not working? What's the importance to our group? For you personally? What are the underlying/root issues? Implications? What new insights are suggested? What is left out? What changes could be made? What are some options? Their pros/cons? What are the values we are holding here? 	
NOW WHAT	Decisional <i>Determine decisions, learnings, commitments, individual or group next steps</i>	<ul style="list-style-type: none"> If you gave a name to this issue, what would it be? What does this mean for our future? How will we respond? What have you heard the group saying is highest priority? What would we like to focus on? How can we gain further clarity, if needed? What needs to happen next? Who will do it? Who else needs to know what was said today? What next action will you commit to? How will we check back? 	

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Increase Your Facilitation & Meeting Effectiveness!

Technology of Participation (ToP) Courses Offered in 2012 through CSF

Facilitation Fundamentals – \$295. Full or half-day tailored course. An information-filled introduction to the core concepts and practices of facilitation, including the role of the facilitator and important facilitative behaviors. An introductory course designed for those new to facilitation or those seeking to brush up on fundamental best practices. No pre-requisite.

Available for scheduling by interested groups.

ToP Facilitation Methods – \$645 (early bird rates available). Two-day intensive. This course presents the fundamentals of the Technology of Participation (ToP) methods, with hands-on training to increase effectiveness, consensus and creativity in meetings. If you take one course to learn more about facilitation, this is it!

August 23-24 San Francisco
October 18-19 East Bay

ToP Strategic Planning – \$645 (early bird rates available). Two-day intensive. If you want to design and lead effective strategic planning processes, this course will provide a powerful model and set of tools.

Pre-requisite: *ToP Facilitation Methods*

May 17-18 East Bay
November 7-8 East Bay

The Power of Image Shift – \$850. Three-day course. Facilitators seek to create the environments, contexts, and processes that help people choose creativity, cooperation and productivity. This is the power of shaping and shifting images. This is a course for trainers, designers, facilitators, and others who lead people and group processes. It is an engaging presentation of image shift theory and the practical methods we can use to facilitate our work with others using image shift principles.

Dates tbd in Denver and Seattle

Making Data Dance – \$295. One-day course. Learn new ways to gather and use data to inform group thinking and planning. These methods maximize participation and ownership of ideas generated.

Pre-requisite: *ToP Facilitation Methods*

June 1 East Bay



ToP Secrets of Implementation – \$645. Two-day course. Does your organization or your clients have trouble sustaining a plan once it has been initiated? Do you sometimes find it difficult to stay on track or help others to do so? Do you want to learn new tools and techniques to bring new people onto a team, revitalize implementation along the path to success? Come to ToP Secrets and gain knowledge on how to keep plans alive and projects on target, relevant and energized.

Pre-requisite: *ToP Facilitation Methods*

July 12-13 East Bay

Mastering the Technology of Participation Methods (MToP®) – \$4000 (early bird: \$3600).

Make 2012 the year you take your facilitation to a mastery level. This year-long program includes 12 days of training in three-day increments quarterly. Also includes opportunities for further study and practice. You train and co-learn with an intimate group of other facilitators led by senior ToP trainers and practitioners. At the end of MToP, you will be transformed in your capacities as a facilitator and facilitative leader. **First session begins in June.**

Contact Jane at 510.532.6595 for more information.

The Center for Strategic Facilitation occasionally hosts community of practice gatherings and provides information on Institute of Cultural Affairs events in the Bay Area and around the world. Ask to join our email list to learn about upcoming meetings such as the ICA International Conference in Nepal, **October 29 – November 2, 2012.**

For registration or information, contact Jane at 510.532.6595 or jstallman@aol.com, Marti at martiroach@sbcglobal.net, or visit www.strategicfacilitation.com.

AICP CM units and MFT/LCSW CEUs are available for ToP courses.